Installation Management

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Purpose & Agenda

- Purpose:
  - Share information.
  - Provide a forum for discussion.

- Agenda
  - US Army Environmental Center
  - Discuss issues and actions contained in Army Environmental Campaign Plan and Operational Directive (SELC Panel 3, Installation Management contribution).

SELC 2000

- **Theme:** *"Investing in Our Future: Sustaining Our Environment"*

- **Goal:** Increase Readiness and Reduce Costs *Through* Better Investments in Environmental Performance (Capability)

- **Process:** Encourage Army Leaders Attending Conference the Opportunity to Become Active Participants in Program Improvement

Summary of Conference Results

- **89 Personnel Attended SELC (24 GOs & 14 SESs)**
- **Issues and Actions**
  - **Panel # 1 - Requirements, Acquisition and Logistics**
    - **11 Issues - 21 Actions**
  - **Panel # 2 -   Training and Doctrine**
    - **5 Issues - 14 Actions**
  - **Panel # 3 -   Installation Management**
    - **3 Issues - 16 actions**
  - **Panel # 4 -   Operations**
    - **3 Issues - 16 Actions**
- **Army Environmental Campaign Plan and Operational Directive**

SELC Panel #3
Installation Management

Panel Membership

MG R. L. Van Antwerp, Chair - HQDA, ACSIM

MG Geoffrey Miller - DCSPIM, FORSCOM

BG Eugene Klynoot - Deputy TAG, PA, ARNG

BG James Lovelace - HQDA, DCSOPS

Ms. Pat Rivers - Chief, Envir. Division , USACE

Mr. Phil Sakowitz - DCSBOS, TRADOC

COL Barry Willey - HQDA, Deputy Chief, PAO

MG (Ret) John Little (Facilitator)

Mr. David Eady, AEPI (Recorder)

Installation Management Panel

Number of Issues: 3

- **Objectives and resources not currently linked**

- **Need to articulate desired end state & fix problems**

- **Must actively engage all stakeholders at all levels of Chain of Command**

Number of Actions: 16

Actions Tasked

Issue 1: Objectives and resources not currently linked

- Establish Transformation Environmental Management Group (TEMG) (VCSA)
- Require resource requirements be identified in installation environmental plans for POM-build (ACSIM)
- **Develop & issue clarified "must fund" policy (ACSIM)**
- Obtain HQDA commitment to fund all validated "must fund" requirements (ACSIM & MACOMs)
- Identify and fund infrastructure fixes that protect environment (ACSIM)
- Fund ITAM (DCSOPS)
- **Develop predictive model to identify costs of regulatory requirements (ACSIM)**

Actions Tasked

Issue 2: Need to articulate desired end state & fix problems

• Establish management-level performance measures and facilitate TEMG review (ACSIM)

• Link ISR Part II (Environment) with ISR I&III and plans/resources (ACSIM & MACOMs)

❋ Raise commanders' awareness of ENFs (ACSIM & MACOMs)

❋ Review ECAS results, track progress, report ICAP execution to HQDA (MACOMs)

• Establish policy for Compliance through Pollution Prevention (ACSIM)

• Provide policy and guidance for sustainable design and development (ACSIM & USACE)

Actions Tasked

Issue 3: Must actively engage all stakeholders at all levels of Chain of Command

- Establish policy re: Installation commanders will brief local/state regulators on plans and progress (ASA (I&E))
- Establish policy re: Installation Environmental Plans will be available to the public (ASA (I&E))
- Establish policy re: MACOM commanders brief Regional-level regulators; ACSIM brief National-level regulators (ASA (I&E))

Establish Transformation Environmental Management Group (TEMG)

- **Status: Completed**

- **Approved @ 17 Nov 00 AEEPB**

Transformation Environmental Management Group

AEEPB is Board of Directors (BOD)

IMSC

Executing Offices
ACSIM
DCSOPS

Council of Colonels

Focus Areas:
Installation Management
Training & Doctrine
Acquisition
Operations

External Stakeholders:
Congress
Regulating agencies
NGOs
General public

Internal Stakeholders:
CINCs
MACOMs
PEOs/PMs

Mission Enablers:
People
Resources
Management/Organization
Communication

Management Structures:
MACOM Environmental Chiefs
OEESCIM
COCs (e.g., ITAM, ENSI)

12/1/00

11

Require resource requirements be identified in installation environmental plans for POM build

- **Status: Work in Progress (-)**

- **Developing software to link project related actions in EQR to corrective action projects in EPR**

- **Plans should generate EPR requirements**

- **Need to develop "crosswalk" that links plans with EPR**

INRMP Status

	MACOM	Number installations requiring plans	With approved plans at the end of FY 99	INRMP scheduled for approval by the end of…..									Plans scheduled for approval by Army suspense	Plans scheduled for approval by DOD suspense	Total Plans Scheduled for Approval
				1st Qtr FY 00	2nd Qtr FY 00	3rd Qtr FY 00	4th Qtr FY 00	1st Qtr FY 01	2nd Qtr FY 01	3rd Qtr FY 01	4th Qtr FY 01	1st Qtr FY 02			
1	AMC	36	15	0/0	1/0	8/2	6/2	5	1	0	0	0	36	36	36
2	ATEC	3	1	0/0	0/0	0/0	0/0	0	2	0	0	0	3	3	3
3	FORSCOM	11	4	0/0	2/0	3/0	2/0	0	0	0	0	0	11	11	11
4	MDW	3	1	0/0	0/0	0/0	0/0	2	0	0	0	0	3	3	3
5	MEDCOM	4	1	0/0	0/0	0/0	0/0	0	3	0	0	0	4	4	4
6	MTMC	1	0	0/0	0/0	0/0	1/0	0	0	0	0	0	1	1	1
7	NGB	91	10	0/0	0/0	3/2	8/0	13	19	16	16	6	53	85	91
8	TRADOC	15	2	1/0	2/2	4/3	2/0	2	2	0	0	0	15	15	15
9	USARC	9	3	0/0	1/0	2/2	1/0	1	1	0	0	0	9	9	9
10	USARPAC	9	1	2/2	0/0	0/0	0/0	0	0	0	6	0	3	9	9
11	USARSO	1	0	0/0	0/0	0/0	1/0	0	0	0	0	0	1	1	1
12	USMA	1	1	0/0	0/0	0/0	0/0	0	0	0	0	0	1	1	1
	Total	184	39	3/2	6/2	20/9	21/2	23	28	16	22	6	140	178	184
	Actual Approved By Qtr.			2	2	9	2								Red
				Green	Amber	Amber	Red								

DA Suspense 31 Mar 01   DOD Suspense 01 Sep 01   Sikes Act Suspense 18 Nov 01

ICRMP Status

	MACOM	Number installations requiring plans	With approved plans at the end of FY 99	ICRMP scheduled for approval by the end of…..									Plans scheduled for approval by Army suspense	Plans scheduled for approval by OSD suspense	Total Plans Scheduled for Approval
				1st Qtr FY 00	2nd Qtr FY 00	3rd Qtr FY 00	4th Qtr FY 00	1st Qtr FY 01	2nd Qtr FY 01	3rd Qtr FY 01	4th Qtr FY 01	1st Qtr FY 02			
1	AMC	41	5	1/2	0/1	4/1	2/0	6	23	0	0	0	41	41	41
2	ATEC	3	0	0/0	0/0	1/0	0/0	0	2	0	0	0	3	3	3
3	FORSCOM	13	3	0/0	2/2	1/0	1/2	2	3	0	1	0	12	13	13
4	MDW	5	0	0/0	0/0	0/0	0/0	5	0	0	0	0	5	5	5
5	MEDCOM	4	3	0/0	0/0	0/0	1/0	0	0	0	0	0	4	4	4
6	MTMC	1	0	0/0	0/0	0/0	0/0	1	0	0	0	0	1	1	1
7	NGB	51	0	0/0	0/0	2/0	10/0	5	9	14	6	5	26	46	51
8	TRADOC	16	1	0/0	0/0	3/1	6/2	1	5	0	0	0	16	16	16
9	USARC	12	1	0/0	0/0	5/1	1/1	5	0	0	0	0	12	12	12
10	USARPAC	15	0	0/3	0/0	0/0	0/0	0	0	0	0	12	3	3	15
11	USARSO	1	0	0/0	0/0	0/0	0/0	1	0	0	0	0	1	1	1
12	USMA	1	0	0/0	0/0	0/0	0/0	0	1	0	0	0	1	1	1
	Total	163	13	1/5	2/3	16/3	21/5	26	43	14	7	17	125	146	163
	Actual Approved By Qtr.			5	3	3	5								Red
				Green	Green	Red	Red			DA Suspense 31 Mar 01		DOD Suspense 30 Sep 01			

Completion of INRMPs & ICRMPs -- Summary of Progress

	FY99 Approved	FY00 Approved/ scheduled	FY99-00 Approved/ scheduled	FY99-01 Approved/ scheduled
INRMPs	39	15/49	54/88	54/184
ICRMPs	13	13/41	26/54	26/157

Develop and issue clarified "must fund" policy

- **Status: Work in Progress (+)**

- **Current "must fund" policy includes:**
    - **"must fund" Class 0, 1, and 2 high requirements**
    - **reallocate resources to fund "must fund" shortfall**

- **Work group**
    - **established**
    - **will clarify "must fund"**

- **Coordinated, generally supported draft due Jan 01**
- **Present to IMSC EXCOM in Jan; IMSC in Feb**

Obtain HQDA commitment to fund all validated "must fund" requirements

- **Status: Work in Progress (-)**

- **Need Assistance**
  - **Must execute 100% of environmental funding provided**
  - **Must transfer funds into the environmental program to support a higher allocation (100% funding of requirement)**
  - **Must NOT migrate funds out of the environmental program**

Identify and fund infrastructure fixes that protect environment

- **Status: Work in Progress (-)**

- **Support utility privatization initiative**
- **Address those systems that will not be privatized**
- **Address those systems that cannot wait**

- **Must fix RPMA account to enhance our environmental posture**

Fund ITAM

- **Status: Monitoring**

- **Historical funding level:**
    - **FY   96   97   98   99   00**
    - **$M   26   29   37   30   19**

- **ITAM funded at $32M in FY01**

Develop predictive model to identify costs of regulatory requirements

- **Status: Work in Progress (+)**

- **Work Group formed**
    - **Managing Environment to Standards WG**
    - **ISR/Predictive Cost Model WG**

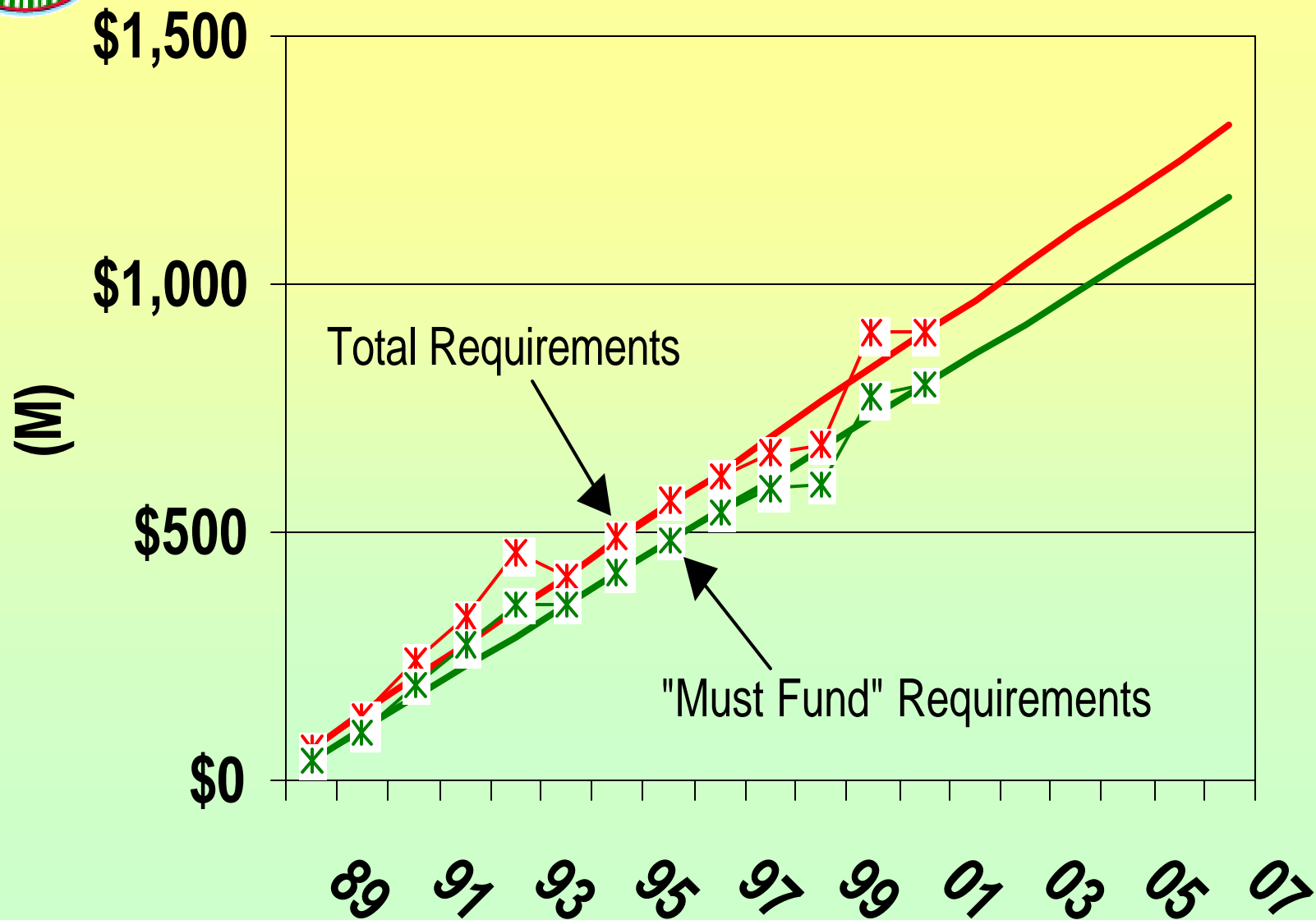- **Actions associated with ISR II revisions**

Environmental Legislation

CUMULATIVE NUMBER OF LAWS AND AMENDMENTS

68
60
50
40
30
20
10
0

1900 1910 1920 1930 1940 1950 1960 1970 1980 1990 2000

MBTA

FWCA
FDCA

FIFRA

WPFPA FHSA

NWRSAA
SWDA

NEPA
OSHA
FIFRA
MPRSA
CZMA
SDWA
TSCA
RCRA
CWA
UMTRCA
UORA
NWPA
HSWAA
RGIAQR
FCRPA
MWTA
LCCA
TSCA
WSRA
FEAPRA
FEMIA
WRDA
OPA
CAAA
HMTUSA
NEEA
NHPA

CAA
FWPRA
LWCFA
NHPA
CAA
WSRA
PWSA
FWPCA
MMPA
NCA
ESA
HMTA
FLPMA
SMCRA
AIRFA
ARPA
CERCLA
SARA
EPCRA
WQA
FLPMA
FHSA
FIFRA
UMTRAAA
NWPA
AIA
ODBA; SPA
NAWCA
APA
WRDA
PPA
NAGPRA
FFCA

Environmental Quality Program Trends

Establish management-level performance measures and facilitate TEMG review

- **Status: Work in Progress (+)**

- **Participating in OSD Measures of Merit development**

- **IMAP**

- **ISR II Work Group formed**
    - **Managing Environment to Standards WG**
    - **ISR/Predictive Cost Model WG**

- **Actions associated with ISR II revisions**

Link ISR Part II (Environment) with ISR I&III and plans/resources

- **Status: Work in Progress (+)**

- **Work Group formed**
    - **Managing Environment to Standards WG**
    - **ISR/Predictive Cost Model WG**

- **Actions associated with ISR II revisions**

Raise commanders' awareness of ENFs

- **Status: Work in Progress (+)**

- **Quarterly MACOM EQ IPR w/ACSIM**
- **Quarterly Army Performance Review (QAPR)**
- **Army Knowledge Online functional since 1 Oct 00**

- **Awareness is helping; positive results in FY 00:**
  - **Reduced open ENFs by 22% (after 57% reduction in FY99)**
  - **Reduced new ENFs by 6% (inspections increased by 9%)**
  - **ENF/inspection ratio decreased to 0.17 (0.21 in FY99)**
  - **59% of installations had no new ENFs**
  - **Reduced fines by 5.6%, but still assessed over $1.1M for 17 fines**

MACOM STATUS
and FY00 SHORT TERM OBJECTIVES

NEW ENFs*

MACOM	FY99	FY00 STO	FY00	% Red.
AMC	33	14**	32	3%
ARNG	34	17	14	59%
ATEC		2	2	NA
FORSCOM	15	7	22	+47%
MDW	1	1	1	0%
MEDCOM	6	3	10	+67%
MTMC	1	1	0	100%
TRADOC	26	13	26	0%
USARC	10	5	12	+20%
USARPAC	8	4	5	38%
USMA	0	0	2	+
USARSO	0	0	0	-
TOTAL	134	$\leq$67	126	6.0%

* Notices of Violation only
** STO is minus ENFs from installations transferred to ATEC. Current ATEC installations had 3 ENFs in FY99.

OPEN ENFs

MACOM	FY99 STATUS	4th Qtr FY00	%Red.
AMC	3	10	+233%
ARNG	7	3	57%
ATEC	0	1	-
FORSCOM	12	13	+8%
MDW	0	1	+
MEDCOM	7	5	29%
MTMC	2	1	50%
TRADOC	19	5	74%
USARC	5	4	20%
USARPAC	10	6	40%
USMA	0	2	+
USARSO	0	0	-
TOTAL	65	51	22%

FY00 STO for Open ENFs

$\leq$ 37 total for the Army - includes closure of all administrative and operational types
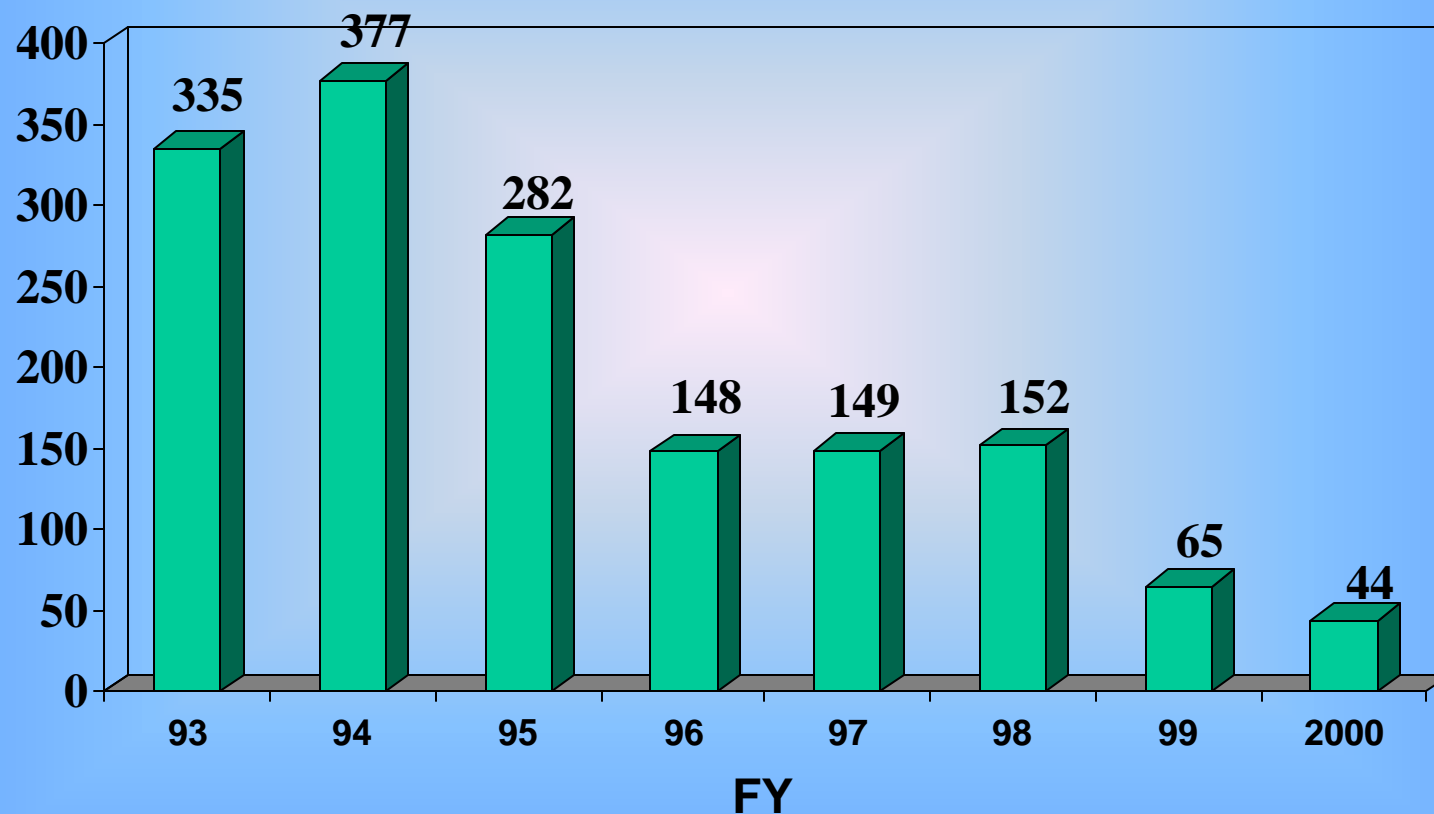
NEW ENFORCEMENT ACTIONS RECEIVED
FY93 - FY00
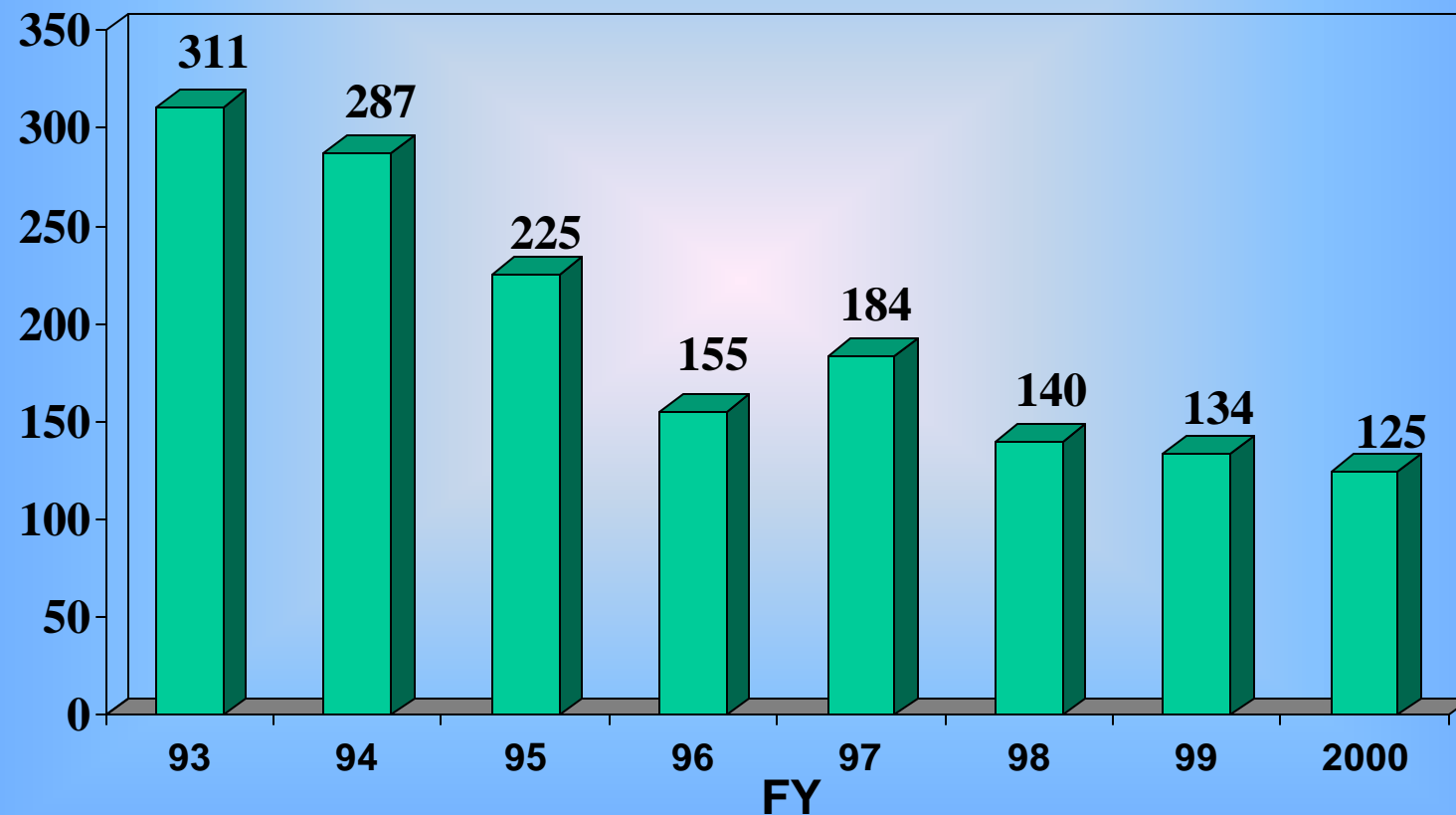
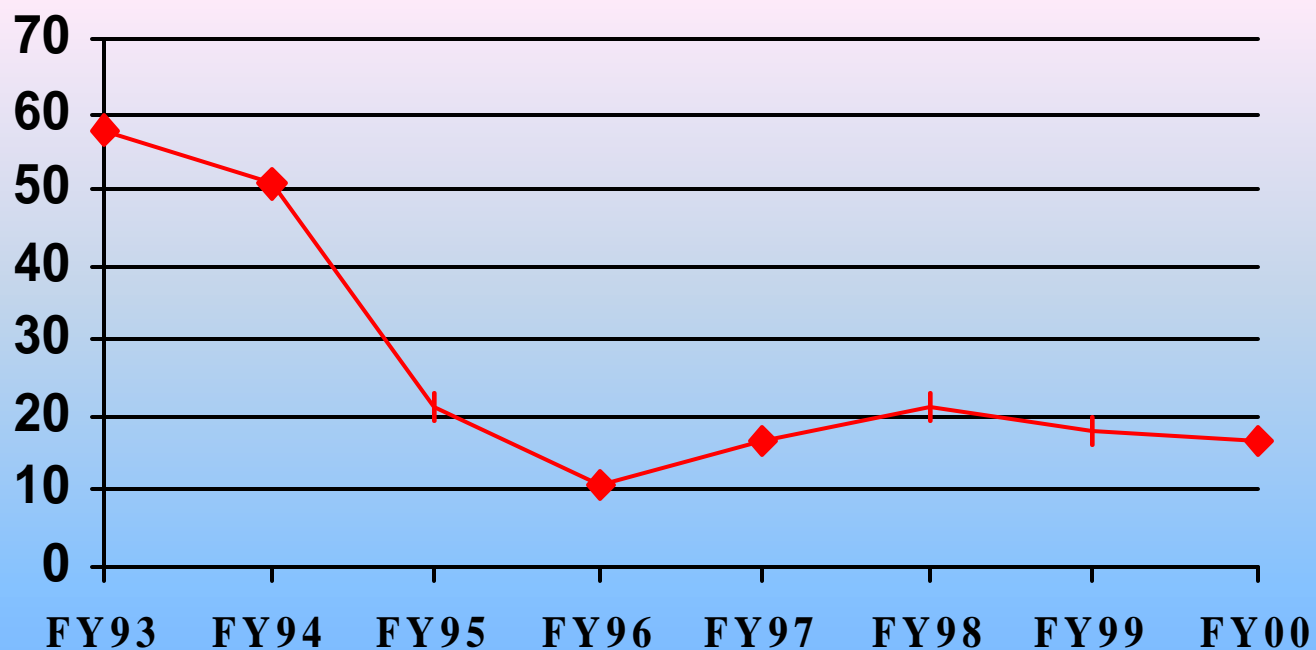**Average Reduction Rate Per Year From FY 93 to FY00 is 8.6%**

OPEN ENFORCEMENT ACTIONS
FY93 - FY00

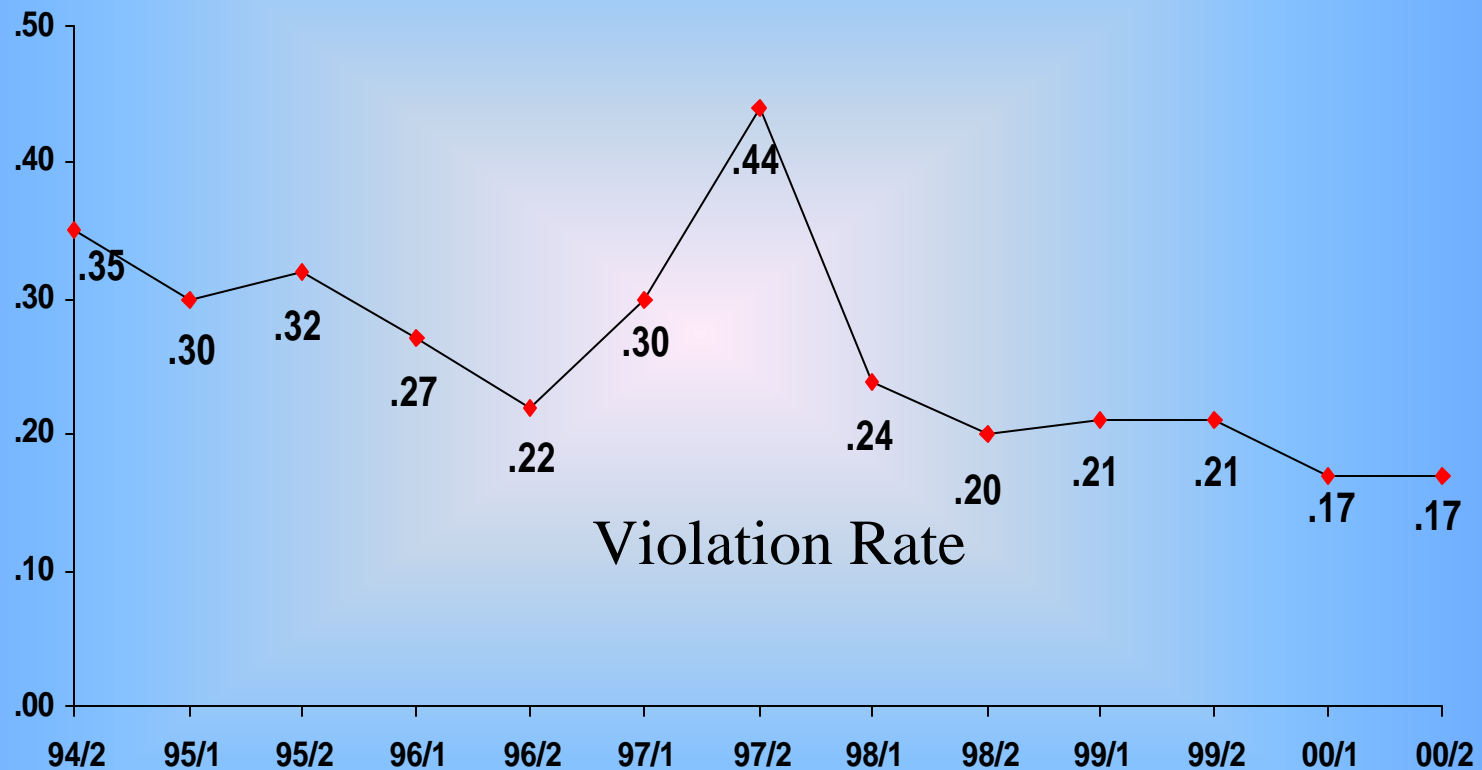Average Reduction Rate Per Year From FY93 to FY00 is 12.4%

NUMBER OF FINES ASSESSED
FY93 - FY00

No. of Fines Assessed

Enforcement Action Violation Rate (Number of Actions Received per Inspection)

FY01 SHORT TERM OBJECTIVES
NEW AND OPEN ENFs (NOVs ONLY)

NEW ENFs

MACOM	FY00	FY01 STO
AMC	32	26
ARNG	14	18
ATEC	2	1
FORSCOM	22	7
MDW	1	2
MEDCOM	10	2
MTMC	0	1
TRADOC	26	9
USARC	12	6
USARPAC	5	3
USMA	2	1
USARSO	0	0
TOTAL	**126**	**76**

OPEN ENFs

MACOM	FY00	FY01 STO
AMC	10	6
ARNG	3	7
ATEC	1	0
FORSCOM	13	5
MDW	1	0
MEDCOM	5	0
MTMC	1	0
TRADOC	5	6
USARC	4	2
USARPAC	6	3
USMA	2	0
USARSO	0	0
TOTAL	**51**	**29**

Review ECAS results, track progress, report ICAP execution to HQDA

- **Status: Work in Progress (+)**

- **FY99 ECAS progress and trends report**
- **Exec summaries from ECAS to MACOMs w/in 30 days**
- **MACOMs brief ICAP status at quarterly EQ IPR**
- **ECAS Work Group continues to review/refine**

- **FY01 Fall ECAS IPR 13-15 Nov 00 at Ft Story**
  - **Reviewed past results; recommended improvements; new software to track ICAP progress**
  - **Awaiting workshop report**

Establish policy for Compliance through Pollution Prevention

- **Status: Work in Progress (-)**

- **P2 Approaches are cost effective**

- **Improved Management Through Pollution Prevention (IMTP2)**
    - **Early stages of development**
    - **Formulating approach to institutionalize IMTP2**
    - **Approach will include policy and guidance**

Provide policy and guidance for sustainable design and development

- Status: Work in Progress (-)

- Recognize the need

- Move from compliance approach to one focused or supporting the long term sustainment of training and operations

- Formulating approach that will produce policy and guidance

Establish policy re: Installation commanders will brief local/state regulators on plans and progress

- **Status: Work in Progress (-)**

- **Briefings are ongoing**

- **Awaiting establishment of policy**
- **Will develop guidance once policy is established**

Establish policy re: Installation Environmental Plans will be available to the public

- **Status: Work in Progress (-)**

- **Some plans are made available to the public**

- **Awaiting establishment of policy**
- **Will develop guidance once policy is established**

Establish policy re: MACOM commanders brief Regional-level regulators; ACSIM brief National-level regulators

- **Status: Work in Progress (-)**

- **Briefings are ongoing**

- **Awaiting establishment of policy**
- **Will develop guidance once policy is established**

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